


NC STATE UNIVERSITY

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August 10, 2009

MEMORANDUM

TO: Executive Officers, Deans and the Campus Community

FROM: James H. Woodward 

SUBJECT: Summary of Budget Impacts

After many months of difficult work, NC State University has submitted to General Administration budget reductions totaling \$53 million for the current fiscal year. Campus leadership as well as faculty, staff and students have participated in the development of our reduction plan. We have reduced our budget by 10 percent – which is the figure General Administration set for all UNC universities. The 10 percent reduction anticipates the legislative-mandated reduction of approximately 7 percent and additional reversions expected to respond to revenue shortfalls in the state budget this year. These reductions include elimination of nearly 300 class sections and 9,750 seats as well as 440 FTE faculty and staff positions, of which 176 are currently filled.

There is no question that the impact of these reductions is significant. We allocated smaller reductions to academic units, yet we are still losing enough non-tenure-track faculty and teaching assistants that our instructional capacity will drop by about 3 percent. Low-enrollment programs are being eliminated, and new programs are being put on hold. We have protected General Education to a very large degree, but students' opportunities to participate in academic enrichment and co-curricular programs -- such as study abroad, leadership programs, service learning, and research -- will diminish, thereby lessening their collegiate experience.

I am also concerned about the erosion in core faculty expertise. Many departments are giving up faculty positions, vacated by retirements or departures, that once contributed specialized knowledge to undergraduate and graduate students, an interdisciplinary research program, and/or a team of faculty and students engaged in an economic development project. As faculty reduce their research and extension activities to cover the classroom, we will be less able to leverage the state's investment to increase the external support for research that ultimately enhances social and economic well-being for all of North Carolina.

In preparing these budget reductions, we were careful to respect our University Budget Principles and Strategic Plan, and the voices of our students, faculty, and staff. Our primary strategies were to avoid formulaic, across-the board cuts and to look first for efficiencies and last for reductions in service.

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Our priorities were to protect undergraduate general education and to minimize the impact on our core mission. For example, although the mandated reduction was 10 percent, the reductions allocated to our colleges ranged from 3.36 percent to 8.55 percent. Beyond that, we gave priority to programs aligned with NC State's strategic plan, chosen academic thrust areas, and UNC-Tomorrow goals.

NC State provides many relevant academic, research, and service programs. I am certain that an investment in this institution is an investment in North Carolina's youth and in the knowledge foundation necessary for the state's continued development.

We can and should be grateful to the legislature and the governor for ensuring that education was among the areas least affected by budget cuts. But at 10 percent, the cuts are very real and very painful.

I encourage you to view the summary of reductions that were submitted to General Administration located on the Budget Central website found at: http://www.fis.ncsu.edu/rm/budget_central/. It may be helpful for you to see the impacts to our mission and to our academic and administrative units. I thank you for your patience as we have worked through this process.

cc: Board of Trustees
Board of Visitors
University Budget Advisory Committee

**NC State University
2009-10 State Appropriated Budget
Impact of 10% budget reduction directed by UNC-GA
(organized into UNC-GA Reduction Reporting Categories)**

August 10, 2009

Overview

On July 22, 2009, NC State responded to UNC-GA's request for a 10% reduction by submitting through an online system detailed information about programs and services to be eliminated or reduced. The narrative below accompanied details about budgeted dollars and positions. The submission was organized into categories established by UNC-GA.

The submission, which covered the entire university including the NC Agricultural Research Program and NC Cooperative Extension Service, represented a \$53 million reduction. The budget cut included the elimination of nearly 300 class sections, 9,750 seats, and 440 faculty and staff.

Of the 440 faculty and staff, 117 (27%) were faculty, 117 (27%) were EPA staff, and 206 (47%) were SPA staff; 60% were currently vacant. Of the 117 faculty, 25 were in the Cooperative Extension Service. The remaining 92 faculty included 84 vacant FTEs, mostly either new and yet allocated or held for adjunct faculty and are included in several of the reported categories.

Academic Affairs – Budget Code 16030

A - Centers and Institutes – Reduction of \$1,818,839

Reductions in state funding to Centers and Institutes, along with other reductions to academic affairs and reductions to extension and research budgets, will impact the University's core instructional, public service, and research functions.

Analytical Instrumentation Facility (AIF)- Reduction of \$31,300

Established in 1923, the AIF provides NC State faculty and students access to micro- and nano-analysis instrumentation and to materials analysis professionals who can assist with training, instrument operation, experimental design and data analysis. The effect of personnel funding reductions will be less responsiveness to requests for services.

Center for Chemical Toxicology Research and Pharmacokinetics (CCTRP) – Reduction of \$51,144

The Cutaneous Pharmacology and Toxicology Center was chartered in 1989 to "perform scientific research on the structure and function of skin focused on transdermal drug delivery, cutaneous toxicology, metabolism and pharmacokinetics employing innovative animal models and other pharmacokinetic research." This research led to the creation of the USDA-supported Food Animal Residue Avoidance Databank (FARAD) in 1981 and United Nations Food & Agriculture Organization-supported global FARAD. FARAD performs residue avoidance data analysis and provides assistance in preventing residues in animal-derived food across the USA and internationally. The Center was renamed the CCTRP in 2001 to reflect this dual mission. Graduate and post-graduate training programs in comparative pharmacology, general toxicology, and nanotechnology produce health scientists for academia, industry and government. Reductions in state-funded salaries for Center

employees will decrease research productivity and could delay responses to food animal veterinarians trying to prevent contamination of the food supply with antibiotic and other chemical residues.

Center for Family and Community Engagement (CFACE) – Reduction of \$20,454

Officially created as a center in 2008, CFACE is dedicated to community-university partnerships with and in support of families. Such engagement strengthens local leadership and develops the networks necessary for fostering healthy families and productive communities. The budget reduction will result in reduced opportunities for students and faculty for internships and research as well as loss of services to NC children and families who are victims of child abuse.

Center for High Performance Simulation (CHiPS) – Reduction of \$17,400

Established in 2005, CHiPS brings together expertise from across NC State in electronic, atomic, meso-scale, and macroscopic simulation methods and offers advanced training and research to graduate students. The reduction in operating funds for the center will restrict the ability to bring in visiting scientists, facilitate interactions, and support students.

Center for R&D in Math and Science Education (CRMSE) – Reduction of \$31,759

Formed in 1984, CRMSE has established partnerships with federal, state, local, and private agencies to work collaboratively to enhance mathematics and science education. Reassignment in administrative support and reduction of funding for an evaluation coordinator will shift administrative burden to professionals doing CRMSE work and reduce CRMSE's ability to provide needed service to other Math and Science Education Network Centers throughout the state.

Center for Urban Affairs and Community Services (CUACS) – Reduction of \$6,089

Established in 1966, CUACS provides applied research and technical assistance to state and local governments, public agencies, and non-profit organizations, improving the lives of North Carolinians. The reduction of personnel funds will increase the need to secure additional contracts and grants from state agencies such as NCDPI, where budget cuts will limit their potential for contract and grants work that CUACS depends on to sustain its operation.

ENCORE Center for Lifelong Enrichment - Reduction of \$71,243

Since 1992, the ENCORE Center has provided opportunities for lifelong learning and enrichment for people over 50 through education, intellectual stimulation, and community involvement. The elimination of appropriated funds will require the ENCORE Center to be dissolved and converted to a for-fee program.

Friday Institute (FI) –Reduction of \$206,716

The Friday Institute is engaged in leading-edge approaches to blend and coordinate work in the areas of educational research, practice, and policy. Established in 2005 to advance education through innovation in teaching, learning, and leadership, the FI works closely with NCDPI, the State Board of Education, the Office of the Governor, relevant legislative committees, and a wide range of partners including non-profit organizations (e.g., New Schools Project), private sector partners (e.g., IBM, Cisco, SAS), foundations (e.g., GoldenLeaf), and schools and districts throughout the State. Major programs and projects will continue, but the elimination of funding for research associate positions and substantial reduction of funds for contracting services will harm the Institute's ability to seize initiatives and respond quickly to opportunities as they arise, diminishing its effectiveness in promoting best practices in education.

Furniture Manufacturing and Management Center (FMMC) - Reduction of \$54,622

The goal of the FMMC (formed in 1992) is to assist furniture manufacturers in developing and maintaining the capability to respond quickly to market changes while producing products that are competitive worldwide in terms of price, styling, and quality. The required reduction will result in reduced extension to support the furniture industry.

General Hugh Shelton Leadership Center – Reduction of \$16,857

The Center provides leadership development programs for students, scholarships, and an annual Leadership Forum. Established in 2007, the mission of the Center is to inspire, educate, and develop values-based leaders committed to personal integrity, professional ethics, and selfless service. Budget reductions will severely impact campus-based student leadership activities.

Institute for Emerging Issues – Reduction of \$56,109

The IEI was established in 1980 as a “think-and-do” tank that convenes leaders from business, government, non-profit organizations, and higher education to tackle the biggest issues facing North Carolina. The reduction of personnel funds will reduce core programs and efforts within IEI.

Institute of Statistics (IS) – Reduction of \$833,129

Over the 65 years since its establishment, the work of the IS has become fully integrated into the regular academic activities of faculty and staff in the Department of Statistics. Other departments have “program”- (or “purpose”-) code 110 funds with similar histories but not associated with formal centers or institutes. There is no longer a reason for the Institute of Statistics to be a separate organizational unit in the college. Thus, those organized research funds will be replaced with existing regular term instruction funds to better reflect their “purpose.” The net effect to the department results in a missed opportunity to fund approximately 1,350 seats and 21 sections.

Integrated Manufacturing Systems Engineering Institute (IMSE) – Reduction of \$21,143

Highly valued by NC industry since 1983, the IMSE has provided an environment in which faculty and students from different relevant disciplines can interact with each other and with industry in common areas of manufacturing systems engineering education and research. Reduction in graduate funding reduces the ability to leverage industry support and the ability to attract students and industrial sponsors.

Millenium Seminars – Reduction of \$105,000

North Carolina State University’s Millennium Seminar Series was designed to engage, encourage and inspire NC State students throughout the academic year. Funding to support the Millennium Seminars Speakers Series will be eliminated; the \$105,000 represents the amount of state appropriations used to pay operating expenses incurred for the Millennium Seminars Speaker Series in FY 2008-09.

Minerals Research Lab (MRL) Reduction of \$57,000

The MRL was established in 1954 to be a recognized world leader in research, development, and implementation of mineral processing and other separation techniques and to enhance technical and education services provided to faculty, students, industry, and the state. Personnel costs will be shifted to other revenue sources without loss of services.

Non-Wovens Institute (NWI) – Reduction of \$34,017

Reductions to the Nonwovens Cooperative Research Center (NCRC), an integral part of the Nonwovens Institute, will directly impact research and education as all state funds are used to support

graduate students. The NCRC was established as a State/Industry-University Cooperative Research Center (State/IUCRC) in 1991 as a result of a grant from the National Science Foundation and is a very successful industry member-supported center that highly leverages state support. The reduction in research support will have an impact on economic development, since this center has played a major role in attracting new companies or expansions of existing nonwoven textile companies in North Carolina. The center supports 74 leading nonwovens companies from throughout the world as well as 29 located in North Carolina.

The Ergonomics Center of North Carolina (TECNC) – Reduction of \$140,831

The TECNC is a public service membership center specifically authorized by the NC General Assembly. It was established in 1984 through a partnership with the NC Department of Labor Division of Occupational Health and Safety to assist employees and employers in preventing occupational musculoskeletal disorders and optimizing human-machine work systems design from safety and performance perspectives. Personnel funding has been reduced with the effect that the TECNC will be less responsive to requests for services.

Water Resources Research Institute (WRRRI) – Reduction of \$64,026

WRRRI is an inter-institutional research and education center of the North Carolina University System administered by NC State University. Established in 1965 by executive action of UNC President William C. Friday, WRRRI is one of 54 state water institutes authorized by the Water Resources Research Act of 1964 to administer and promote federal/state partnerships in research and information transfer on water-related issues. Budget cuts will reduce research funds to the constituent institutions. WRRRI will now be jointly administered with NC Sea Grant, resulting in the reduction of 0.5 FTE of a leadership position.

B – Business Affairs – Reduction of \$1,267,992

Recent changes in our financial and student administrative systems and improvements in procedures and business processes will permit efficiencies that result in the elimination of five positions in the Financial Services division. The primary cost efficiency actions are: 1) requiring students to pay their bills online or through the mail to the University's lockbox; 2) eliminating outsourcing of electronic bills to students by using University software to generate the electronic bills; 3) increasing the use of direct deposit for refunds to students; 4) increasing use of the university's online billing capabilities instead of manually billing customers; 5) expanding the automation of the purchasing and payment systems; 6) increasing the use of electronic payments to vendors resulted in a reduction in banking fees and negotiated lower banking rates; and 7) eliminating the option for all students, except those with special circumstances, to receive paper bills.

The Chancellor's Office and the Office of the Vice Chancellor for Finance and Business have eliminated the three positions. These staff reductions will impact support to the Board of Trustees, the organizing and scheduling of special events for the chancellor, and eliminating the receptionist position for the Office of Finance and Business. In addition, the Chancellor Office student intern position is eliminated, memberships in several national and regional associations have been cancelled, and the volume of materials sent to the Board of Trustees will be reduced.

The university is required to maintain appropriate controls on the receipt and expenditure of resources in accordance with State, Federal, UNC system, and prudent business management practices. When events occur that expose the university to risk and potential litigation, structures must be in place to

address such situations. The budget reductions in this area include the elimination of one internal auditor, one attorney, and a support position in the Department of Insurance and Risk Management. The result will be slower response times on critical audits, less preventive legal advice and delayed response to critical legal questions especially those related to research contractual issues and entrepreneurial endeavors, and in reviewing insurance coverage and processing claims. In addition, a significant reduction will be made to the ADA (accessibility) renovation projects budget that helps to maintain compliance with ADA rules and regulations. Only the highest priority projects from a sizable backlog of ADA projects will be funded.

Reductions include four positions in Human Resources, the reduction from full to three-quarter time senior budget analyst position, and elimination of the temporary wage budgets in the Controller's Office systems accounting unit and the Budget office. Staff reductions in Human Resources are in the Employee Relations, Position Classification, and Recruitment Services units and will adversely impact response time to campus customers, employers, and candidates for employment. One position is a senior leadership position responsible for many of the day-to-day operations of the HR Division. Operating expense reductions are being made in all finance and business divisions, which will slow the replacement of equipment, severely restrict professional development, and may impact timely response.

C - Academic Administration – Reduction of \$1,658,036

Academic administrative units have taken steps to reorganize, improve efficiency, and reduce staff and operating support. Collectively, the ten colleges and Provost's Office will eliminate about 15 administrative and support. Education has combined two departments, eliminating a department head and support staff, and the Graduate School will implement a more efficient method for processing transcripts, thereby saving staff time required both centrally and in the departments. Several colleges will reduce operating budgets that pay for educational supplies, photocopying course materials, and other support. These reductions will diminish support to faculty and students, and delay processing of admissions, course registrations, licensure applications, classroom scheduling, budget and personnel actions, and other department-level functions.

In Undergraduate Academic Programs and University Planning and Analysis, three professional staff positions that support the assessment of student learning have been eliminated. The Graduate School will reduce the number of external reviewers when evaluating graduate programs. The College of Education will cut back the development and deployment of an information system used to monitor student progress, provide ongoing feedback to programs, and support compliance with state regulations and accreditation requirements. Impacts will include canceling NC State's national assessment conference (which has become the third largest nationally), eliminating an assessment-consulting program for the community colleges, and reduced coordination of assessment across the university. NC State's leadership in the assessment area will diminish, and its ability to meet accreditation requirements for assessment and program evaluation will be materially reduced.

E - Restructuring of Academic Programs – Reduction of \$7,060,222

The colleges are pursuing a variety of strategies to streamline degree programs. In addition to five programs eliminated in early 2009 (MS in Agricultural and Resource Economics, BA in Health Occupations Education, and three bachelor's degrees in special education). Agriculture and Life Sciences will delay implementation of the new genetics program, and Textiles will delay development

of four graduate courses in medical textiles needed to support one of the University's strategic focus areas. Engineering expects to curtail development of graduate programs, including courses for a new graduate program in energy to be delivered through the NSF-funded FREEDM Center. Education will cap its elementary education program, despite significant demand from applicants. Design plans to reconfigure its five undergraduate programs to require a common core of courses, with many courses to be reviewed and redesigned. Coordination of the University's interdisciplinary genomics program will be impacted, and development of new professional master's degrees will slow. All of these strategies will reduce planned enrollment growth.

The University will invest fewer resources developing and promoting distance education programs. Development will be delayed in programs through the Upper Coastal Plains Learning Council, alternative teaching licensure programs, and collaborative engineering programs with UNC-Wilmington and community colleges. Enrollment in existing distance education courses offered outside of degree programs will be depressed. Substantially lower advertising budgets will likely affect enrollment, particularly at the Gateway Technology Center in Rocky Mount, since surveys have shown that more than half of our distance students learn about NC State programs through advertising.

Most significantly, NC State will lose funding for almost 40 vacant faculty positions. These losses will lead to gaps in faculty expertise in fundamental areas and reduce the quality and range of instructional programs, for example, in biological and agricultural engineering, animal science, and veterinary dermatology. In addition, they will halt the University's progress in strengthening programs in areas central to its strategic plan and to UNC-Tomorrow goals: economic development, health and well-being, and energy and the environment. The University's ability to develop instructional, research, clinical, and extension programs in critical emerging areas such as bio- and disaster preparedness, energy production and storage, climate change, comparative biomedicine, and infectious diseases will be limited.

F - Research/Sponsored Programs – Reduction of \$1,106,240

In addition to reductions in centers and institutes, reduced support for agricultural research, and reductions in research and sponsored programs as a result of lost faculty positions, budgets are being reduced for specific research programs. Personnel will be reduced in the Institute for Transportation Research and Education, making it more difficult to pursue external funding opportunities and reducing training for state transportation personnel. The administration of Sea Grant and the Water Resources Research Institute will be consolidated under a single director. Sea Grant will reduce the number of applied research projects in the Blue Crab and Shellfish Research Program, which supports the state's fisheries industry and research into blue crab farming will also be limited by a reduction in the Center for Marine Sciences and Technology (CMAST). CMAST will also reduce funding for a student summer fellows program and scale back the center located at Carteret Community College. The Institute for Nonprofit Research, Extension, and Engagement will reduce support for grant-writing and non-profit organizations. Reduced program funding for the Bioinformatics Research Center will reduce student access to the Center's resources. Finally, the Kenan Institute for Emerging Technology and Science will reduce operating expenses used for staff development and communications.

At the institutional level, Research Administration and the Graduate School will consolidate accounting functions and reduce operating expenses and publications. The reduction in the Centennial Campus Partnership Office will restrict the University's effort to bring new partners to the campus.

G - Public Service – Reduction of \$853,904

In addition to Cooperative Extension programs, a number of academic and administrative units across NC State provide technical assistance, training and education, clinical assistance, access to information, and other support to North Carolinians. Budget reductions will affect workshops and programs that are offered; non-profit organizations, whose fees to use the McKimmon Center will no longer be waived; urban engagement programs in Wake and Durham Counties; affordable housing projects in Southeast Raleigh and for the Lumbee tribe; and continuing education for professional veterinarians. The Small Business Technology Development Center (SBTDC) has closed its Beaufort office and reduced support for programming on other UNC campuses. The Diagnostic Teaching Clinic will reduce personnel and will evaluate fewer special needs children. The Libraries will reduce its support of NC Live, which provides remote access to its electronic collections to community colleges and public libraries across the state.

Reductions in outreach to K-12 students include the elimination of the Office of Pre-College Programs, which has coordinated programs to nurture middle and high school students' interest in college and in NC State since 2007. Pre-college programs in Engineering and Veterinary Medicine are being reduced as well.

H - Fund Raising and University Relations – Reduction of \$841,363

Diminished state appropriations to the University and significantly reduced external funding from contributions and earnings on endowments and other resources has forced the university to re-examine its fund-raising strategy. The Provost's Office, Graduate School, and four colleges have reduced support for positions in their development operations, which places more responsibility on the central fund raising efforts of the Office of University Advancement. University Advancement eliminated a vacant position and about \$200,000 in operating support that will reduce the commitment to upgrade IT fund-raising software, staff training and development, and other expenditures that might enhance the University's ability to improve fund raising efforts.

The University has been assessing its overall communications environment and services at all levels to determine the best and most efficient methods for informing our students, faculty, staff, alumni, donors, and friends about NC State. The Office of University Advancement will eliminate two television engineer positions. Administrative support via temporary wage or contracted services will also be reduced or eliminated in Alumni Affairs and University Communications. Print media for publications in the College of Physical and Mathematical Sciences and Provost's Office will be shifted to online distribution. A significant reduction will also be made in support to the brand awareness campaign that will remove 11 million online advertising impressions, remove the search engine marketing campaign, measurement and monitoring that would place the University in the upper-most position within online search results, eliminate media training, and reduce the external contract that provides strategic guidance, creative support, and media relations.

I - Student Support – Reduction of \$1,176,638

One of NC State's strategies is to "prepare leaders for the state, nation, and world" will be impacted by the budget reductions including the Center for Student Leadership, Ethics, and Public Service. A particularly successful program which supports students' service to the community that is eliminating student transportation to service projects. The Graduate School is reducing the number of workshops designed to help graduate students supplement their discipline-specific skills with skills in teaching,

research, and leadership. The University Scholars Program, which engages participating students in the arts and contemporary issues, will offer fewer programs to fewer students. Greek Life is reducing student workers by 50%, reducing advising and programming for over 2,200 students.

NC State has traditionally relied on co-curricular programs to develop students' understanding and appreciation for the fine and applied arts. The Gregg Museum of Art and Design is reducing the number of exhibitions and cutting back on long-term conservation of artwork as well reducing funds used to maintain music instruments and facilities.

The African American Cultural Center (AACC), which houses exhibition space, library, and meeting facilities, will eliminate all art exhibits in its gallery and reduce guest lectures. Celebratory events such as the campus-community Brotherhood Dinner and diversity awards banquets will be reduced or eliminated. Multicultural Student Affairs will eliminate graduate assistantships, and the Women's Center will sponsor fewer events.

Reduced staff hours in a dozen or more student support offices across the University will reduce their effectiveness in responding to students' questions and needs. A reduction in communications in the Career Center will affect students' ability to connect with prospective employers. A reduction in Counseling Center hours will reduce student access to psychiatric services. Support programs for parents and families and for first generation students will be shifted to fees and federal contracts. The Office of Student Conduct will reduce summer staffing, reducing its capacity for judicial assessment and crisis response. Reductions in Disability Services will substantially limit the number of "reasonable accommodations" that can be offered to students needing interpreters, readers, scribes, Braille translators, and other services, impacting the University's ability to comply with federal laws.

Enrollment Management and Services has identified a number of cost-saving strategies. Some recruiting and processing positions in Undergraduate Admissions will be eliminated, restricting capacity to provide a high level of customer service to families and possibly delaying the processing of applications. Undergraduate Admissions has improved efficiency by reducing mailing costs. The Financial Aid office will lose a position and operating support. The Registrar will reduce mailings, rely solely on email to communicate with students in academic difficulty, and increase transcript costs to alumni. Funds for commencement expenses will be reduced. In addition, the Graduate School will eliminate less effective visits to recruiting fairs.

J – Information Technology – Reduction of \$3,215,144

The current changes in Information Technology (IT) that have enhanced compatibility and openness in networks and systems now encourage a more centralized approach to providing IT infrastructure, network connectivity, and systems that is both more cost effective to implement and more efficient to maintain. As budget reductions in IT expenditures in the colleges of Engineering, Natural Resources, Textiles, and Veterinary Medicine as well as in the divisions of Academic Programs and University Advancement are implemented, central IT resources will be called upon to provide an increased amount of the technical support to the colleges. The University's distance education division (DELTA) has reduced its schedule for upfitting and refreshing distance education classrooms to a 10-year plan that reduces costs from an average of \$250K to an average of \$100K per classroom, an estimated annual savings of \$300,000. Additionally, in collaboration with several of the colleges, DELTA is implementing a plan to move to a single, open source-based Learning Management System for the campus that will reduce annual hardware costs by an estimated \$138,330 per year.

The central unit that supports students, faculty, and staff in their use of computers for teaching, student laboratories, research, and business operations will eliminate six positions, which will result in considerably longer delays in receiving technical support. Advanced Computing Services designs, develops and supports leading-edge computing technologies for NC State's core research and teaching missions, including the integrated High Performance Computing (HPC)/Virtual Computing Lab (VCL) architecture. The reduction of staff positions will slow faculty adoption of VCL, particularly among less technology-oriented faculty and reduce opportunities for external funding

The Office of Information Technology (OIT) centrally supported administrative and academic computing services will reduce two positions impacting responses to server issues. Software and hardware maintenance support levels will be reduced, which may cause longer interruptions for campus before services can be restored when there are failures. One position working in the computer networking and telecommunication areas will also be eliminated which will reduce wireless network access services available to students and delay the implementation of nomad authentication upgrades. The delay in nomad authentication upgrades will push the hardware past its recommended lifecycle and increase the risk of failure of some parts of the system thereby reducing access.

Reduction of nine central IT staff working in enterprise applications creates a significant limit on the ability of the remaining staff to modify, update, and provide support for the administrative IT services that support HR, Finance, Student, and Advancement applications. All project teams will experience noticeable slowdowns in delivery dates as the remaining staff attempt to pick up the workload of eliminated positions. Software and hardware maintenance support levels will be reduced, so when equipment fails, campus users may experience longer interruptions. The University's recently initiated collaboration effort with UNC-CH on the Human Resources and Financial applications will continue to be encouraged.

The loss in IT network and computer security of four positions will decrease efforts to develop and maintain a disaster/resiliency plan, extend time for responding to audits, and delay efforts to organize root cause analysis for IT problems, which will affect students, faculty and staff. Managerial and project management resources will decrease significantly and may impact monitoring of attacks/vulnerabilities, research for compliance with regulations/mandates, and the development of necessary rules, regulations, guidelines, and responses to audit findings and recommendations.

K – Operation and maintenance of physical plant – Reduction of \$5,793,435

Staffing and budgets designated for the renovation and improvement of classroom, distance education, and various other projects will be severely reduced. This will include the elimination of fourteen positions and reduction of \$1.1 million in the operating budgeted reserved for facility renovations, improvements, and occupancy of new facilities. The backlog of required renovations will continue to grow with only the very highest priority projects being completed. Facilities Division has eliminated four administrative and three capital project manager positions in its administrative departments. With the elimination of fourteen housekeeping positions, housekeeping area assignments will increase substantially and service levels will be reduced impacting academic and research spaces. Dollars spent per gross square foot (GSF) will be approximately 16% below the average of peers based on the national benchmark data. Five grounds maintenance positions will be eliminated which will impact turf care levels, fertilization/herbicide treatment cycles, litter control and annual bed plantings resulting in a decline of general campus appearance. Event support levels will be reduced to minimums. Dollars spent per acre will be approximately 45% below the average of peers based on the national benchmark

data. One position will be eliminated from the Sustainability program, which will hinder efforts through having lower visibility. Earth Week activities will be suspended and our energy awareness campaign will be slowed resulting in a loss of momentum in raising campus awareness to decrease consumption and the resulting carbon footprint for the campus.

The Utility maintenance unit will be reduced by three staff positions. Maintenance support and response times will increase, including extended times for on-call after hours response. Preventive maintenance cycles will be increased, resulting in shorter expected life for equipment and increased potential for failures and unscheduled outages. Deferred maintenance and capital renewal backlog levels will accelerate. The maintenance cycles on thermal distribution systems such as steam and chilled water will increase and plant maintenance activities will be deferred. Elimination of the weekend rounds program will result in increased outages on Monday mornings at the start of the academic week. Reduction in preventive maintenance and deferred capital renovations will result in higher long-term capital costs. Dollars spent per GSF will be approximately 12% below the average of peers based on the national benchmark data. Comfort levels in offices and classrooms may be adversely impacted. There are few other methods available to generate significant utilities savings in the short term.

The University's \$4 billion of facilities and infrastructure require a significant annual investment of resource to preserve this investment and extend the life of the current physical plant. The budget for emergency repairs to these facilities and infrastructure will be reduced by \$1.1 million, which will further compound the backlog of necessary repairs and leave remaining only sufficient resources for the most critical repairs that prohibit use of a facility or portion of the campus.

L - Academic Support – Reduction of \$2,646,500

Overall, the University has eliminated 7 academic advising positions and 15 tutors. The majority were located in the Division of Undergraduate Academic Programs (DUAP), which is combining four advising programs into a single, more comprehensive, and more efficient advising group that will provide multiple services to NC State undergraduates. The College of Management will not fill a vacant advising position, bringing the advising load to 450 students per advisor. The College of Agriculture and Life Sciences is eliminating HealthPAC, a three-person team that has advised 5,000 students interested in entering health professions.

DUAP is eliminating the Fellowship Advising Office and three positions in International Affairs with half-time advising responsibilities will not be filled, leading to reductions in study abroad participation and support for international students, and negatively affecting the University's efforts to produce students with more global knowledge, cultural understanding, language skills, and international experience. Reductions to academic advising and tutorial assistance are low on the reduction priority list and would be considered important for any reinvestment opportunities.

In the area of class-related support, a significant portion of the University's savings will come from DELTA (Distance Education and Learning Technology Applications), which has identified ways to reduce costs with minimal impact on students support services. Some staff are voluntarily reducing hours, the unit will no longer pay fees for certain services, and student interns will be unpaid providing instructional support. In addition, DELTA will produce its own DVDs and videotapes for distance education students at a lower cost than outsourcing this task.

In other areas, funds for educational field trips, supplies for teaching labs, and teaching lab technicians will be curtailed, which in turn will reduce the number of lab sections in some colleges. At the College of Veterinary Medicine, reductions will be taken in the unit that manages freight deliveries to the hospital and in the Lab Animal Resources unit, which sets standards and cares for the use of animals in research and teaching. The Biomanufacturing Training and Education Center will drop plans to develop a solid dosage training laboratory that would have supported collaborative pharmaceutical programming with Campbell University and short courses in RTP.

A number of enrichment programs have been established or expanded in recent years, including the Center for Excellence in Curricular Engagement, Executive-in-Residence, the Entrepreneurship Program, Study Abroad, Global Centers, the Undergraduate Research Program, and the Honors Program. While successful, these new programs serve a relatively small proportion of students and will be scaled back. In conjunction with reductions in academic support programs, the reductions will impact NC State's success in attracting and retaining outstanding undergraduate students.

P - Professional Development – Reduction of \$602,168

A variety of in-house professional development opportunities are cutting back on programming. Examples include support for participation in BRIDGES, which provides leadership development for women, and the Office of Faculty Development, which is a resource for faculty seeking to develop their expertise in a variety of areas.

Training and ongoing support for the use of instructional technology, such as the Instructional Support Services in DELTA, will be reduced, slowing the ability of faculty and graduate teaching assistants' to re-orient traditional, face-to-face classes to classes taught online and/or with the use of instructional technologies. DELTA will discontinue a program preparing graduate teaching assistants to help faculty develop online courses and materials, and incorporate this training into existing faculty instructional development programs. DELTA will also implement a more efficient method of staffing distance education classrooms.

Many colleges and administrative units are reducing their professional development funds, which are one of their few sources of flexible funding. Human Resources will defer implementation of a new "one-stop shop" providing new employee orientation and convenient opportunities for vehicle registration, campus ID cards, and access to IT systems and email user set ups.

Diversity programs at the department, college, and university level will be impacted including withdraw from the national Association for Black Culture Centers, which it has sponsored for several years. The successful Study Circles program in the Office of Equal Opportunity will be eliminated. Funding has been reduced for the PURPOSE institute, which provides national networking opportunities for women engineers of color, and from the Council on the Status of Women, which sponsors campus activities. Staff support for compliance reporting has also been reduced to the minimum necessary to complete reporting requirements.

Q – Libraries – Reduction of \$1,896,363

As members of the Triangle Research Libraries Network, NC State, UNC-Chapel Hill, Duke, and NCCU enjoy an extraordinarily efficient partnership that has provided students and faculty access to a large collection with minimal duplication. The NC State library will reduce collections expenditures by \$1.5 million. This reduction will require cancellation of 1,000 journal subscription (a 20% decline),

loss of online access to an additional 750 journals, cancellation of 17 electronic databases, and the purchase of 15,000 fewer books than last year (a 50% decline). Branch operating hours, service in the Digital Media Lab, and the federal documents depository collection will be significantly reduced. The library will close the Media/Microform service point and henceforth provide access to materials in open stacks, research, or a satellite location. These reductions will affect the students' access to educational materials, the faculty's competitiveness in obtaining research grants, and the North Carolina public's access to scientific and technical information.

R - Seats and Sections – Reduction of \$5,224,667

The University has attempted to protect instruction as much as possible, deliberately lowering the reductions assigned to colleges generally and to general education specifically. Budget reductions from all categories (in particular the loss of filled and vacant faculty positions) will reduce NC State course offerings by approximately 300 class sections and 9,750 fewer seats than last year. While these reductions represent a small fraction (3%) of the overall teaching effort, reductions in humanities, social sciences, life sciences, physical sciences, mathematical sciences, and physical education will be necessary, and the loss of seats and sections in these areas will likely lengthen students' time to degree. All colleges are implementing efficiency strategies, such as increasing class size where large classrooms are available and shifting classes from regular term to summer session. The First Year Inquiry program, which was created in the 1990s to incorporate critical thinking skills and inquiry-guided methods of instruction into general education courses, will be scaled back by about 40 course sections. The College of Management will combine cohorts of RTP and Raleigh students and expand use of a 400-seat auditorium previously restricted to lower division classes. A few colleges are capping or reducing enrollment now -- Textiles is capping its new, very popular fashion program, and Education has stated it cannot staff the courses required for two master's programs leading to licensure. All colleges are reconsidering their long-term enrollment goals, and the impact of eroding course availability will be felt for several years into the future. Reducing seats and sections is NC State's lowest budget reduction priority, and if funds are retained they will be reinvested to support instruction in general education and undergraduate majors.

S - Campus Safety – Reduction of \$630,855

The University has made every effort to minimize reductions that will adversely affect the health and safety of the faculty, students, staff, and visitors to the campus. Therefore, this reduction has been strategically implemented in such a manner that minimizes any adverse affects associated with the health and safety of the campus community. The Assistant Director of Campus Police position has been abolished, which will substantially limit strategic planning and coordination with other criminal justice agencies within the UNC system and Wake County. The Commander of Support Services and the Patrol Division Commander have assumed many of the Assistant Director's responsibilities; however, limited resources will curtail time dedicated to strategic planning and coordination with other agencies. The Evidence Custodian position in Campus Police has been abolished with evidence management being reassigned to sworn law enforcement officers, thus reducing their time available for patrol. Campus Police will eliminate out-sourced security services, which often includes security guards locking many of the buildings on North Campus; departments will have to lock their own buildings.

The development of new training and course offerings will be cut back as the Safety Trainer position has been abolished. The training responsibilities will be delegated to other Environmental Health &

Public Safety staff members. The Industrial Hygiene Manager position has been abolished which will reduce the number of monthly lab inspections and chemical safety overviews conducted. Ultimately, Principal Investigators will be encumbered with these responsibilities. Other critical responsibilities of this position have been shifted to existing Industrial Hygiene staff. Environmental Health and Safety will eliminate the centralized lab signage replacement program. The Threat Assessment program manager will share administrative resources with Campus Police, which will increase time for production of training resources and delay deployment of threat assessment management tracking system.

Funds for Lot 86 (Superfund site) have been reduced since the site is now considered in the Operation and Maintenance Phase transitioning from the Remediation Phase, which involved extensive site clean-up expenses and the design of a groundwater treatment system. Operation and Maintenance costs are primarily limited to monthly maintenance, annual sampling, and annual federal EPA oversight costs. Managing low-level radioactive waste shipping has become more cost-efficient so despite campus increases in the volume of shipments, the disposal budget is being reduced.

Also eliminated will be the professional manager position for the Campus Background Check Program that processes more than 5,000 background checks per year. The manager position's responsibilities will be assigned to the current Assistant Director of Employment Services and the one remaining staff processing position. Background checks will continue to be performed but processing time may be longer. The budget for safety related renovation projects will be reduced by 24% adding considerably to the project backlog and meaning that only the most critical projects will be completed.

X1 Continuation Budget Increases – Reduction of \$4,819,823

NC State University's 2009-10 Continuation Budget request included cost increases for Personnel Benefits, operating costs for new facilities, utilities, library collections and acquisitions, and motor vehicle/motorized equipment replacement. These are essential cost increases necessary to maintain current levels of operation and, failing receipt of additional state appropriations will require reallocation of available budget resources to cover the most critical of these costs. Funding for these increases was not included in the 2009-11 Appropriation Bill. Following an evaluation by the University, it was determined that certain of these continuation budget cost increases are essential and will have to be covered through a reallocation of university resources.

X2 Realignment of funding resources – Reduction of \$1,914,692

University management will adjust the administrative service charge assessed to institutional trust funds to 2% to compensate for the general and administrative services funded from state appropriated funds. This additional funding will replace state appropriated funds reduced from the 2009-10 Continuing Base Budget and ameliorate a portion of the budget reduction for all colleges and divisions. The increase in the Administrative Service Charge is expected to be absorbed by units without increasing charges or fees to campus customers or students.

Other funding realignments will impact rental and program charges to external organizations holding events at the McKimmon Center and charges to external customers using the services of the Center for Urban Affairs and Community Services, some funding sources for the State Climate Office will be shifted to non-state appropriated funds and direct payment will be required by campus units using the armored car pick-up/delivery service.

Agricultural Research Service – Budget Code 16031

X - Unfunded Continuation Budget Increase – Reduction of \$617,420

Included in the UNC-GA required 2009-10 budget reductions were requests for adjustments for inflationary increases in utilities, increases in workers compensation and unemployment insurance (based upon experience) and the biennial request to fund replacement vehicles and motorized equipment. Due to the unavailability of scarce resources, none of these adjustments will be funded by the state. As such, they are listed as reductions to the College's 16031 budget code. The Agricultural Research Service will have to fund any of these adjustments from their current budget. All of these unfunded adjustments are being treated as reductions to the Agricultural Research Service's budget. Any increases for inflation or increases in rates for workers compensation and unemployment insurance will be absorbed by the College. The purchase of replacement vehicles will be postponed until funds for such replacements are identified.

F – Research/Sponsored Programs – Reduction amounts noted below

Agricultural Programs – Reduction of \$2,169,416

College of Agriculture and Life Sciences faculty conduct research related to critical areas of almost every agricultural industry in North Carolina. Budget reductions will eliminate positions in research across the college, diminishing efforts to address emerging issues and problems associated with agriculture and agribusiness and limiting our ability to support North Carolina farmers and citizens. Budget reductions will reduce research capacity by eliminating positions in programs that focus on:

- use of transgenic methods to improve peanut and soybean production with a farm value of over \$500 million on 1.8 million acres;
- weed ecology and the biology of herbicide-resistant weeds that threaten the state's nearly 6 million acres of field crops, which provide \$2.3 billion in income;
- determining the genes responsible for producing proteins that cause peanut allergies;
- identifying genetic populations of beef cattle and programs suited to our climate and production practices and the North Carolina performance tested bull program;
- dairy research aimed at helping producers manage escalating feed costs (a program aimed at improving reproductive rates and lowering mastitis to keep cows at peak milk production would be eliminated);
- issues relating to poultry nutrition, disease, reproduction and environmental management (our ability to support the \$3.4 billion North Carolina poultry industry at a time when it is challenged by high input costs and international competition will be negatively influenced);
- insect and disease problems in crops such as corn, cotton, soybeans, wheat and sorghum that in 2008 were produced on 3.5 million acres and had a value of \$1.5 billion.

In addition, support of the North Carolina vegetable greenhouse industry will be eliminated as will the Specialty Crops Program, which identifies and develops new horticultural crops, markets and opportunities. Reduction in technical support for research programs will reduce overall productivity of the research program immediately.

Life Sciences – Reduction of \$645,745

Recurring reductions in the life sciences personnel will reduce the research enterprise to the point that complex multidisciplinary integrative research to solve today's complex problems cannot be conducted. The College cannot conduct research and teaching in many areas of genomics, which is a cutting-edge science that impacts development of safe and effective insect control strategies, understanding the underlying causes of diseases and links environmental impacts to human, animal and

plant health. Elimination of faculty positions in plant and animal biotechnology will leave a critical gap in the North Carolina agricultural biotechnology area in translating basic research to practical application for safe, effective and sustainable fungal, insect, virus and nematode resistance. Losses in microbiology and toxicology will create gaps in linking effects of the environment to human health. Losses in statistics and genetics threaten our competitiveness in data intensive genomic sciences that require complex analytical and bioinformatic resources. Losses in biology reduce our ability to respond to environmental challenges, carry out assessment and management of species and ecosystems and evaluate the effects of limiting resources on populations.

Research Stations – Reduction of \$397,267

Both basic and applied research that is relevant to North Carolina is conducted on agricultural research stations which saw an increase in the number of research projects conducted on the stations from 2008 to 2009. Proposed budget reductions will result in the loss of six positions on the six stations. These reductions will result in fewer research projects because of escalating production costs for agricultural inputs such as fuel, feed and fertilizer. There may also be reduced efficiency and difficulty in tracking, planning and analyzing expenditures and needs as a result of the loss of an accounting position, while the loss of an engineer position will make strategic planning and efficient construction of new facilities difficult.

Kannapolis Reductions – Reduction of \$621,666

This reduction will eliminate three faculty: a leafy vegetable breeder, a systems biologist and a phytochemist. Without these positions, CALS will be unable to fulfill the mission of providing core science and leadership on the food side of the human-nutrition project. The start-up packages for the four faculty hires made in 2008 have been delayed. Greenhouse construction has been terminated which is preventing the small fruit breeder from working effectively.

Commodity Relations – Reduction of \$40,000

The commodity relations office coordinates the College's activities with the 70 commodity groups in the state. Funding for the office will be reduced and the office will be combined with the ARS office. This will increase efficiency but reduce services to stakeholders.

BioInformatics – Reduction of \$45,000

Moving our bioinformatics program from leased space on Centennial Campus to University space on main campus will degrade the group's ability to work effectively in teaching, research and service. The program will be vacating high-quality space in proximity to computer facilities and moving to 70-year-old space that was not designed for the program's open collaborative culture.

Facility Fee Increases – Reduction of \$100,000

Increased in glasshouse, phytotron and animal facilities fees will, in turn, increase the cost of conducting research. The bulk of these fees are being paid from grants so grants funds that could be used to pay researcher or student salaries must now be expended on facilities usage. Some important but less well-funded research and teaching projects will not be done.

Reduce Support Staff – Reduction of \$798,124

Many of the 17 entities of the University Field Labs will be administratively reassigned to academic departments. The departments will assume the administration of these units and will reduce the total number of employees that currently manage the unit and the department. These savings will result in fewer hands-on experiences for the 3500 undergraduates and graduate students who use this facility.

Less field support will be provided to faculty who conduct research on turf, swine, poultry, animal waste, aquaculture, beef and dairy cattle and structural pests.

College of Natural Resources – Reduction of \$233,081

Reduction of research support by reducing office supplies, travel, registration for conferences and professional development. Will impact the effectiveness of research opportunities by limiting what can be accomplished with limited funds. The Reduction of Graduate Student Academic Support by cutting back on funds available for their use and by offering fewer graduate research assistantships. Reducing student, administrative and academic support by reducing the FTE of a lab manager by 25%, three departmental office managers by 25% each, and a 5% reduction in a Department Program Coordinator. This will impact students and faculty by slowing the time taken to process actions and requests, such as visa and DHS forms, providing a lower level of service to department heads and faculty in processing purchase orders, travel reimbursement and general accounting and budgeting. Reducing academic support by eliminating a vacant research assistant position in Christmas Tree Genetics. This will impact the research in this area and the loss of an estimated \$50,000 per year in external funding. It will also reduce the response time to North Carolina Christmas Tree Growers on answering questions and updating on research findings.

B – Business Affairs

CALS Human Resource – Reduction of \$75,000

The CALS personnel office has been reorganized and two positions have been eliminated. This will reduce response time for personnel and payroll actions by college units.

Business Office – Reduction of \$80,000

CALS business office functions will be eliminated in two departments and three units. Other units will assume these functions. Some departments will experience a reduced level of business office support.

A - Centers and Institutes – Reduction of \$374,601

Center for Environmental and Resource Economic Policy – Reduction of \$62,350

State funding that is to be reduced center will have to be replaced with non-state funding. The College has a start-up agreement with the center director for center support.

Center for Integrated Fungal Research – Reduction of \$38,100

This reduction will eliminate an outreach specialist who used fungi as an educational and demonstration tool to teach people about genomics and molecular biology. This project was performed in conjunction with the Science House. This highly successful and lauded program will be eliminated. This will have the secondary effect of making proposals to the National Science Foundation from this center less competitive as the outreach program was unique and enthusiastically endorsed by the agency.

Center for Applied Aquatic Ecology – Reduction of \$62,583

This reduction will degrade the ability of the center to identify solutions and mitigations to water quality problems in regional watersheds and municipal water source reservoirs and lakes. A network of remote monitoring stations throughout the state will be shut down, eliminating critical information on point and non-point source pollution. The center also operates an ocean-going vessel used for research, education and outreach. The vessel will not be able to sail and conduct its mission.

Center for the Biology of Nematode Parasitism – Reduction of \$64,964

Funding has been eliminated for this center, and it has been disestablished, eliminating the ability of a group of faculty to work together to solve large interdisciplinary issues with this severe pathogen.

Center for Computational Biology – Reduction of \$11,176

Funding has been eliminated for this center, and it has been disestablished, eliminating the ability of a group of faculty to work together to solve large interdisciplinary issues in the biological sciences using mathematical and statistical approaches.

Center for Plant Breeding and Applied Genomics – Reduction of \$116,071

This is a new and highly successful center that is on a solid upward trajectory for funding. Since it is new, state seed funding obligations for the center still exist. The elimination of state funding jeopardizes CALS ability to honor matching commitments that came with industrial and federal grants awarded to the center.

Animal and Poultry Waste Management Center – Reduction of \$19,357

This center has lost personnel and resources as a result of a reduction in state funding. This has and will severely impede our ability to provide solutions to poultry and swine biological waste problems that impact North Carolina.

Cooperative Extension Service – Budget Code 16032

North Carolina Cooperative Extension is an educational partnership of NC State University's College of Agriculture and Life Sciences, NC A&T State University's School of Agriculture and Environmental Sciences, the US Department of Agriculture and county governments. Extension's 101 county and Cherokee Tribal Council offices are supported by more than 1,300 faculty and staff who work with more than 56,000 volunteers to partner with communities to deliver science-based education and technology that enrich the lives, land and economy of North Carolinians.

Field Faculty in County Operations (County-Based Employees) are responsible for all local programs related to Human, Plant, Animal and Environmental Sciences Education. These positions are co-funded with county governments and the Cherokee Tribal Council to meet locally identified, high priority needs that fall within the mission and resources of the NC Cooperative Extension Service. In addition to county government funding, data shows that for each dollar of university investment, an additional \$18 million is leveraged.

Unfunded Continuation Budget Increases – Reduction of \$869,297

Included in the UNC-GA required 2009-10 budget reductions were requests for adjustments for inflationary increases in utilities, increases in workers compensation and unemployment insurance (based upon experience) and the biennial request to fund replacement vehicles and motorized equipment. Due to the un-availability of scarce recourses none of these adjustments will be funded by the state. As such, they are listed as reductions to the University's 16032 budget code. The NC Cooperative Extension Service will have to fund any of these adjustments, out of their current reduced budget. With this being the case, all of these unfunded adjustments are being treated as reductions to the NC Cooperative Extension Service's budget. Any increases for inflation or increases in rates for workers compensation and unemployment insurance will have to be absorbed by the CALS. The purchase of replacement vehicles will have to be put off until funds for such replacements are identified. Thus the entire amount of unfunded continuation budget increases is being listed as rendered budget reductions.

G – Public Service (Reductions noted below)

Administration – Campus-Based – Reduction of \$373,882

Three positions will not be refilled. One of these positions manages, coordinates and reports for accountability purposes Extension's programmatic impacts to the state and federal government. In addition, a leadership position for urban program initiatives will not be refilled, as well as a key associate director position in the CALS's human resources office that deals almost exclusively with county-based Extension positions. The loss of these administrative positions will critically reduce our ability to be accountable to our funding partners which include county, state and federal governments, for fiscal, human and programmatic resources.

Animal Sciences (campus-based) – Reduction of \$715,539

Plant Sciences (campus-based) – Reduction of \$736,342

The North Carolina Cooperative Extension Service is the primary outlet for educational programs that support many sectors in the agriculture industry including production, business management, environmental stewardship and the development of new agricultural products and value-added enterprises. With the loss of thirteen campus-based positions in plant and animal science education, 112,000 North Carolinians will not be able to participate in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of:

Enhancing Agricultural, Forest and Food Systems

Where Extension's programs are developed and conducted to assist citizens to:

- Enhance the profitability and sustainability of plant, animal and food systems
- Increase the sales of locally grown foods, enhance local food marketing and consumption and develop new farmer skills and infrastructure
- Increase the development of new startup enterprises or diversity of agribusiness businesses for alternative agricultural, bio-energy or value-added products
- Enhance the adoption of safer food production handling and distribution practices by agricultural producers, workers and consumers that reduce workplace and home injuries/illnesses, enhance food security, and increase the quality and safety of food
- Enhance the implementation of effective best management practices for optimal ecosystem protection and sustainability

The loss of five positions in the Animal Sciences area will significantly impact animal agriculture in North Carolina. The dairy program will be severely impacted with the loss of two dairy specialists and an economics specialist. These individuals have provided significant support to a struggling industry that is exploring innovative ways to be profitable, and in 2008 received legislative support to expand the emphasis on the industry. The other area that will be significantly reduced is the equine education program. The loss of a position reduces the effort by nearly 75%, and will severely reduce the support and development of this \$1.9 billion industry. The positions lost in both Dairy and Equine will also significantly reduce the effort in 4-H Youth Development, which is closely aligned to the future of both industries. The waste management program will also be moderately reduced as the result of a partial reduction in funding of a position. North Carolina Cooperative Extension has been a national leader in animal waste management, and this position was responsible for leadership in the development and implementation of the waste management programs that address the issues of the second largest producer of swine and turkeys, and the fifth largest producer of broilers.

In the area of Plant Sciences, crops, field crops, vegetables, fruits and nuts, and greenhouse and nursery production account for 33.6% of the farm income in agriculture. In addition to maintaining a profitable field crop industry, North Carolina is experiencing a growing vegetable, fruit and greenhouse/nursery industry. All of these sectors require continual support to be profitable. The loss of almost eight will significantly reduce programs in several areas. North Carolina produces almost half of the country's tobacco, which has a farm value of over \$500 million; this program will lose half of the faculty effort in production of this valuable crop. The turf industry, which is growing in value each year, will lose nearly half of the Extension effort in turf production and maintenance. The loss of the weed science Extension specialist has significantly reduced the ability of Extension agents, and ultimately producers, to be on the cutting edge of weed management. The Master Gardener program, one of the largest volunteer programs supporting community and residential horticulture, has lost the coordinator position, and as a result, is significantly hampered. There are over 2,000 Master Gardeners Volunteers in this program statewide, who reach over 80,000 people annually with gardening and horticulture information.

Environmental Sciences (campus based) - Reduction of \$347,030

With the loss of four campus-based positions in environmental sciences education, 27,700 North Carolinians will not be able to participate in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of:

Conserving and Improving the Environment and Natural Resources The loss of these positions will impact three programs. It will significantly reduce the wildlife Extension program that addresses management of wildlife for economic and environmental returns, as well as reduce the ability to conduct training and education on the control of wildlife damage to crops, homes and businesses. The Extension forest hydrology program has been eliminated. The School Integrated Pest Management program will be reduced by 1 FTE, leaving only a portion of an FTE dedicated to this new and important program that is saving the North Carolina schools implementing this program hundreds of dollars each year. A final program that will be significantly reduced is the environmental decision-making and natural resources leadership program. The loss of this position will limit the ability of North Carolina Cooperative Extension to assist state and federal agencies with environmental conflicts, and develop the capacity of Extension field faculty and natural resources personnel to address controversial issues and facilitate community and stakeholder processes.

Human Sciences (campus-based) – Reduction of \$354,757

Human Sciences encompasses programs that flow from the North Carolina Cooperative Extension Service (NCCES) to the youth and families of North Carolina. The delivery of these programs occurs through NCCES campus and county-based faculty and staff and over 30,000 volunteers. The estimated impact of these efforts for youth and families is estimated to be over \$500 million per year with contacts to over 2.5 million youth and families statewide per year.

With the loss of 4.5 campus-based positions in human science education, 50,000 adults and youth will have reduced participation in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of:

- Strengthening and Sustaining Families - Where Extension's programs are developed
- Developing Responsible Youth - Where Extension's programs are developed

The impact of these cuts is as follows:

- 4-H Eastern Center – The cut will substantially reduce the youth leadership program offerings of the Center by reducing one position.

- Department of 4-H Youth Development and Family & Consumer Sciences – The cut will substantially reduce programmatic initiatives focused on nutrition, chronic disease reduction, family resiliency and at-risk youth development/intervention by reducing the Department by 2 tenure track, 1.5 positions.
- Future Farmers of America (FFA) – The cut will substantially reduce by 50% or more the leadership, support and services offered by this unit to 250 public high schools in the state; areas impacted include curriculum development, teacher professional development and teacher recruitment.

County Administration (county-based) – Reduction of \$298,800

With the loss of 11 county-based positions in administration for our county Extension centers, our Extension agents and county extension directors lose the administrative support that they rely on daily. These support positions are an integral part of our organization; not only do they greet clients, answer phones and create newsletters and other mailing materials, but they assist our agents in developing educational materials, conducting registration, and coordinating facilities and set up for our educational programs. The loss of these positions put an additional administrative workload strain on the remaining support staff.

County Animal Science and Plant Science (county-based) – Reduction of \$472,516

Agriculture in North Carolina accounts for almost 18% of the gross state product at \$70.1 billion. The North Carolina Cooperative Extension Service is the primary outlet for educational programs that support many sectors in the agriculture industry including production, business management, environmental stewardship and the development of new agricultural products and value-added enterprises. Because our Animal and Plant Science work is so intertwined, they are combined for this report. With the loss of 18.5 county-based positions in plant and animal science education, 112,000 North Carolinians will not be able to participate in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of Enhancing Agricultural, Forest and Food Systems, where Extension's programs are developed =

County Environmental Science (county-based) – Reduction of \$109,147

With the loss of 2.75 county-based positions in environmental sciences education, 27,700 North Carolinians will have reduced participation in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of conserving and improving the Environment and Natural Resources.

County Human Science (county-based) – Reduction of \$348,600

With the loss of 12 county-based positions in human science education, 50,000 adults and youth will have reduced participation in Extension educational programs. These programs improve the lives of North Carolina's citizens in the areas of strengthening and sustaining families, developing responsible youth, and building quality communities.